

SECTION Data

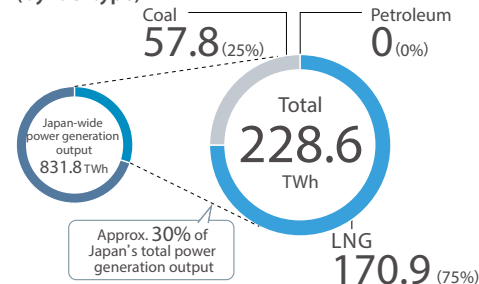
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Pre-Financial Highlights

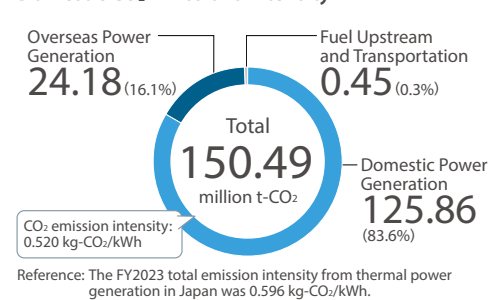
With a fundamental emphasis on safety, we are accelerating our sustainability initiatives by empowering diverse talent and strengthening corporate governance. We will continue to ensure a stable supply while achieving decarbonization in the medium to long term, aiming for disciplined growth and maximizing corporate value.

FY2025 Domestic Power Generation Output (by fuel type)



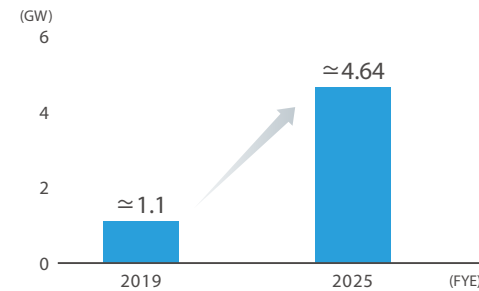
We are responsible for approximately 30% of the power generation output by domestic electric utilities. A large portion of this power generation comes from LNG, which has low CO₂ emissions.
Source: Agency for Natural Resources and Energy website (https://www.enecho.meti.go.jp/statistics/electric_power/ep002/ [Japanese only])

FY2024 CO₂ Emissions (Scope 1) / Domestic CO₂ Emissions Intensity*



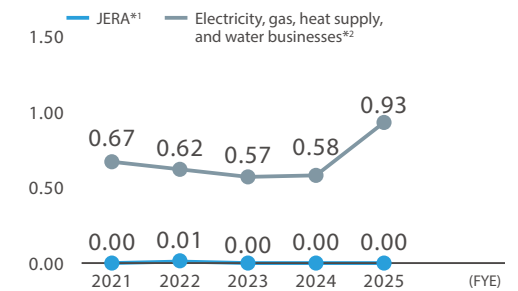
As part of JERA Environmental Target 2035, we aim to reduce domestic CO₂ emissions relative to FY2013 by at least 60% by FY2035.
* Actual results for FY2025 to be updated in October 2026

Renewable Energy Development Capacity



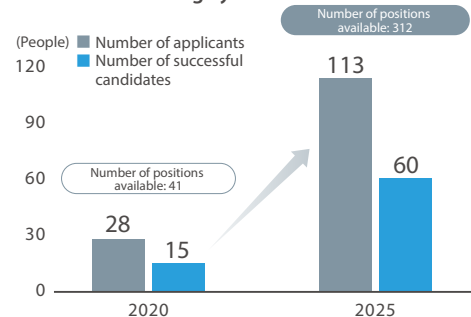
Our center of excellence in Europe and local teams will work closely together to develop wind and solar power projects on a global scale.
Note: Cumulative development capacity

Employee Injury Frequency Rate



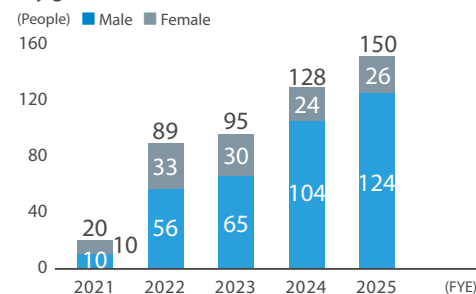
We are committed to company-wide efforts for safety, the bedrock of our business, with aims to eradicate occupational accidents.
*1 JERA employees only
*2 Figures based on calendar year (January to December)
Note: Excludes commuting accidents

Internal Job Posting System Results



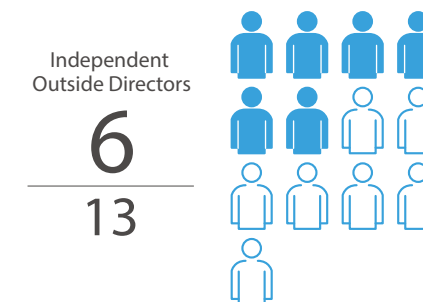
To support employees in proactively forging their own career paths and taking on new challenges, we have introduced an internal recruitment system. The internal job posting system has seen steadily growing use, helping provide employees with a diverse range of career opportunities.

Number of Employees Taking Childcare Leave (By gender)*



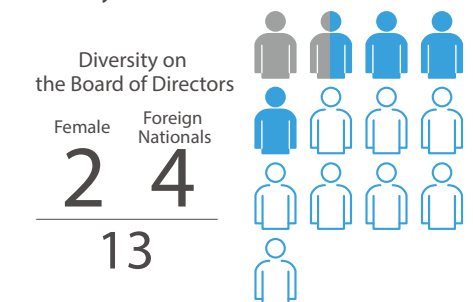
To support employees in balancing work and family life, we promote the use of our childcare leave system. In recent years, uptake among male employees has grown, reflecting broader efforts to accommodate diverse lifestyles.
* JERA only

Number of Outside Directors*



In addition to JERA-employed executive directors and directors who have come from our shareholder companies, we hire outside directors in order to create an autonomous and independent corporate culture and a management structure that enables fair and prompt decision-making.
* As of July 1, 2026

Diversity on the Board of Directors*



We believe that a diverse Board of Directors leads to better business decision-making and have made efforts to appoint female and foreign nationals to the Board.
* As of July 1, 2026

Financial Data

(Unit: Millions of Yen)

		FY2021 (IFRS)	FY2022 (IFRS)	FY2023 (IFRS)	FY2024 (IFRS)	FY2025 (IFRS)
Profit and Loss Statement (P&L) Information						
	Net sales (operating revenue)	2,769,127	4,737,870	3,710,727	3,355,916	3,050,014
	Operating profit	39,718	138,301	563,412	240,767	275,902
	Profit before income taxes	38,612	102,264	577,450	278,152	291,621
	Profit attributable to owners of parent	5,676	17,847	399,628	183,912	193,515
(P&L by segment)	Fuel Business					
	Net sales	454,728	585,731	407,498	406,243	413,000
	Segment profit (loss)	146,137	201,313	132,691	122,756	98,383
	Overseas power generation and renewable energy business					
	Net sales	4,166	8,673	52,564	72,784	69,497
	Segment profit (loss)	△34,779	△6,695	33,759	8,308	12,659
	Domestic thermal power generation and gas business					
	Net sales	3,118,347	6,153,470	4,424,212	4,265,362	3,975,402
	Segment profit (loss)	△121,438	△96,888	255,377	124,324	122,550
	Adjusted					
	Net sales	△808,114	△2,010,005	△1,173,548	△1,388,473	△1,407,886
	Segment profit (loss)	15,757	△79,881	△22,199	△71,476	△40,077
	Depreciation and amortization	202,882	214,786	289,700	325,122	339,099
	Capital expenditures	339,948	378,592	409,196	548,892	606,416
	Research and development costs	1,079	1,566	1,347	7,910	1,570
	Domestic thermal power generation and gas business	106	184	148	107	171
	Overseas power generation and renewable energy business	—	—	—	154	16
	Other	973	1,381	1,198	7,648	1,383
Financial Condition Information						
	Total assets	8,495,106	9,172,358	8,508,134	8,589,748	9,997,918
	Total net assets	1,731,664	2,039,705	2,658,618	2,993,271	3,269,132
	Net worth	1,724,859	2,022,874	2,632,639	2,896,162	3,161,504
	Interest-bearing liabilities	2,639,128	3,510,822	3,103,654	3,099,716	2,776,047
Cash Flow Information						
	Cash flows from operating activities	△318,202	450,710	1,324,889	405,185	425,804
	Cash flows from investing activities	△649,330	△369,452	△528,473	△435,369	△385,351
	Cash flows from financing activities	798,713	796,236	△873,260	△118,663	△272,120
	Free cash flow	△967,533	81,258	796,416	△30,184	40,453
	Cash and cash equivalents at the end of the period	456,430	1,360,906	1,405,387	1,261,635	1,124,678
Key Financial Indicators						
	Net profit ^(Note 2)	248,594	200,336	148,719	143,768	183,638
	EBITDA ^(Note 3)	604,997	603,467	570,879	596,483	672,935
	Return on invested capital (ROIC) (%) ^(Note 4)	6.5	4.8	3.9	3.7	4.4
	Return on equity (ROE) (%) ^(Note 5)	14.3	10.6	6.3	5.1	6.0
	Net debt-to-equity ratio ^(Note 6)	1.3	1.0	0.6	0.6	0.5
	Net debt-to-EBITDA ratio ^(Note 7)	3.6	3.5	2.9	3.0	2.4
Other						
	Credit ratings	S&P A-, R&I A+, JCR AA-	S&P A-, R&I A+, JCR AA-	S&P A-, R&I A+, JCR AA-	S&P A-, R&I AA-, JCR AA-	S&P A-, R&I AA-, JCR AA-
	Power sold (billion kWh)	255.5	255.1	236.2	234.1	233.8
	Power generated (billion kWh)	247.3	235.1	230.9	227.2	228.6
	LNG	1,923	1,784	1,742	1,697	1,709
	Coal	550	567	561	564	578
	Fuel oil / Crude oil	0	0	6	11	0

(1) JERA has voluntarily adopted the International Financial Reporting Standards (IFRS), starting with the consolidated financial statements for the annual reporting of FY2022. (2) Excluding time lag (3) EBITDA = Earnings before interest and taxes* + Depreciation and amortization + Interest expenses * Excluding time lag (4) ROIC = (Net profit*¹ + Interest expenses × (1 – Effective tax rate*²)) ÷ (Interest-bearing liabilities*³ + Net worth*⁴) *⁵ *1 Excluding time lag *2 Using the company's effective tax rate (based on figures listed in the financial statement) *3 Net cash after deducting working capital *4 Equity – Non-controlling interests *5 Average at the beginning and end of the period (5) ROE = Net profit*¹ ÷ Net worth*² *1 Excluding time lag *2 Average at the beginning and end of the period (6) Net debt-to-equity ratio = (Interest-bearing liabilities – Cash and deposits) ÷ Net worth* * Equity – Non-controlling interests (7) Net Debt / EBITDA = (Interest-bearing liabilities – Cash and deposits) ÷ EBITDA* * Excluding time lag

Major Facility Plans

(As of March 31, 2026)

Company	Segment	Location	Output (MW)	Start of Construction	Start of Operation
Chita Energy Solutions LLC	Domestic thermal power generation and gas	Chita Units 7, 8	659.9×2	April 2026	October 2029, January 2030

Pre-Financial Data

Environmental Data Actual results for FY2025 to be updated in October 2026

Item	Unit	FY2021	FY2022	FY2023	FY2024
Domestic / JERA ¹⁾					
Installed capacity by source ²⁾	MW	59,893	57,210	57,330	59,685
Coal	MW	7,950	9,020	10,320	10,320
Gas	MW	42,943	43,590	44,884	47,224
Renewable Energy	MW	—	0.04	126	141
Others	MW	9,000	4,600	2,000	2,000
Average operating life of power generation facilities ²⁾	Years	30	28	29	29
Coal	Years	18	17	15	16
Gas	Years	29	29	29	28
Others	Years	43	38	42	43
Operational rate of power generation facilities (availability) ³⁾	%	87.6	87.9	82.2	81.9
Coal	%	88.3	83.8	74.4	84.4
Gas	%	87.5	88.9	84.1	71.7
Total thermal power generation efficiency (low heating value)	%	49.2	48.7	48.7	49.3
Coal	%	42.1	40.5	40.0	40.4
Gas	%	51.7	52.1	54.1	53.3
Thermal Power Generation Efficiency Benchmark A (Energy Conservation Act) ⁴⁾	%	1.003	1.007	1.004	1.003
Thermal Power Generation Efficiency Benchmark B (Energy Conservation Act) ⁴⁾	%	46.7	46.8	46.8	46.6
Coal-fired Power Generation Efficiency Index (Energy Conservation Act) ⁴⁾	%	—	40.8	40.5	40.7
Fuel consumption					
Coal ⁵⁾	million t	20.04	21.46	20.03	20.53 ★
Oil	million kL	0.04	0.04	0.22	0.33 ★
LNG / LPG	million t	25.72	23.67	23.05	22.47 ★
Natural gas	billion Nm ³	2.0	2.0	1.7	1.4 ★
Biomass ⁶⁾	million t	0.38	0.52	0.46	0.002 ★
Hydrogen / Ammonia, etc.	million t	—	—	—	0.05 ★
Net electricity generation (sending-end power)	billion kWh	247.3	235.1	231.0	226.4 ★
Gas sales volume	million t	3.82	4.07	3.94	3.81
Total energy consumption (crude oil equivalent)	million kL	50.8	50.05	48.44	47.67
Purchased electricity	million kWh	86.49	73.19	179.69	415.35 ★
Scope 1 (Greenhouse gas (GHG) emissions associated with power generation business) ⁷⁾	thousand t-CO ₂	121,100	118,690	113,880	113,390
Energy-related CO ₂ emissions	thousand t-CO ₂	120,950	118,550	113,380	112,900
Non-energy-related CO ₂ emissions	thousand t-CO ₂	—	—	130	140
CH ₄ (methane) emissions	thousand t-CO ₂	10	20	30	30
N ₂ O (nitrous oxide) emissions	thousand t-CO ₂	120	120	310	310
SF ₆ (sulfur hexafluoride) emissions ⁸⁾	thousand t-CO ₂	23	7	8	8
HFC (CFC alternative) emissions ⁸⁾	thousand t-CO ₂	0.3	0.7	24.5	0.3
Scope 2 (CO ₂ emissions associated with purchased electricity consumption) ⁹⁾					
Location-based	thousand t-CO ₂	40	30	80	180 ★
Market-based	thousand t-CO ₂	40	60	70	170 ★
Scope 3 (Other indirect CO ₂ emissions)	thousand t-CO ₂	32,190	31,890	31,720	30,820
Category 1: Purchased goods and services	thousand t-CO ₂	100	100	130	150
Category 2: Capital goods ¹⁰⁾	thousand t-CO ₂	470	1,310	1,360	870 ★
Category 3: Fuel- and energy-related activities not included in Scope 1 or Scope 2 ¹⁰⁾	thousand t-CO ₂	21,030	20,030	19,300	18,870 ★
Category 4: Upstream transportation and distribution	thousand t-CO ₂	30	30	30	40
Category 5: Waste generated in operations	thousand t-CO ₂	240	270	250	260
Category 6: Business travel	thousand t-CO ₂	0.6	0.6	0.6	0.6
Category 7: Employer commuting	thousand t-CO ₂	2	2	2	1
Category 8: Upstream leased assets	thousand t-CO ₂	—	—	—	—
Category 9: Downstream transportation and distribution	thousand t-CO ₂	—	—	—	—
Category 10: Processing of sold products	thousand t-CO ₂	—	—	—	—
Category 11: Use of sold products	thousand t-CO ₂	10,320	10,140	10,640	10,620
Category 12: End-of-life treatment of sold products	thousand t-CO ₂	—	—	—	—
Category 13: Downstream leased assets	thousand t-CO ₂	—	—	—	—
Category 14: Franchises	thousand t-CO ₂	—	—	—	—
Category 15: Investments	thousand t-CO ₂	—	—	—	—
CO ₂ emissions intensity of power generation ¹¹⁾	kg-CO ₂ /kWh	0.489	0.504	0.491	0.499 ★
SF ₆ (sulfur hexafluoride) capture rate (at time of inspection)	%	99.5	99.5	100.0	98.8
SF ₆ (sulfur hexafluoride) capture rate (at time of disposal)	%	99.0	100.0	100.0	100.0
SOx (sulfur oxides) emissions	thousand t	6	7	6	7
SOx (sulfur oxides) emission intensity ¹¹⁾	g/kWh	0.03	0.03	0.03	0.03
NOx (nitrogen oxides) emissions	thousand t	20	20	20	10
NOx (nitrogen oxides) emission intensity ¹¹⁾	g/kWh	0.07	0.07	0.07	0.06
Total water intake	thousand m ³	19,150	20,180	21,250	21,280
Industrial water intake	thousand m ³	18,160	19,040	19,300	18,990
Tap water intake	thousand m ³	860	980	1,880	2,240
Groundwater intake	thousand m ³	120	150	60	50
Water withdrawal from water-stressed areas	thousand m ³	0	0	0	0

Item	Unit	FY2021	FY2022	FY2023	FY2024
Gross wastewater volume	thousand m ³	7,190	7,300	10,680	7,000
COD (chemical oxygen demand) emissions	t	20	21	30	34
Total waste	thousand t	3,020	3,610	3,120	3,200
Industrial waste	thousand t	3,020	3,600	3,120	3,200
Specially controlled industrial waste (hazardous waste)	thousand t	0.4	4.1	0.7	1.0
Total recycled waste	thousand t	—	—	2,840	2,500
Recycled industrial waste	thousand t	—	—	2,840	2,500
Recycled specially controlled industrial waste (hazardous waste)	thousand t	—	—	0.7	1.0
Total valuable waste	thousand t	—	—	—	700
Valuable industrial waste	thousand t	—	—	—	700
Valuable specially controlled industrial waste (hazardous waste)	thousand t	—	—	—	0
Coal ash utilization rate	%	99.10	98.51	98.23	99.99
Generated coal ash	thousand t	2,210	2,580	2,280	2,330
Recycled coal ash	thousand t	2,070	2,380	2,090	2,230
Valuable coal ash	thousand t	120	160	150	100
Gypsum utilization rate	%	99.25	99.91	99.72	99.98
Generated gypsum	thousand t	480	530	520	570
Recycled gypsum	thousand t	0.2	3.6	0.9	2.1
Valuable gypsum	thousand t	480	530	520	570
Waste plastic utilization rate	%	98.56	97.16	97.54	96.99
Generated waste plastic	thousand t	0.4	0.5	0.3	0.2
Recycled waste plastic	thousand t	0.4	0.5	0.3	0.2
Valuable waste plastic	thousand t	0	0	0	0
Waste to landfill	thousand t	19	18	19	4
Soot and dust disposal volume	thousand t	1,920	2,120	1,980	1,210
Number of Severe leaks	Cases	0	0	0	0
Number of PCB (polychlorinated biphenyl) transformers and capacitors disposed of	Units	78	43	86	69
Volume of PCB-contaminated insulating oil treated	kL	25	383	140	61
Number of fines or sanctions for violations of environmental laws and regulations	Cases	0	0	0	0
Domestic / JERA Group ¹²⁾					
Installed capacity by source ²⁾	MW	62,682	59,998	60,119	62,474
Coal	MW	10,739	11,809	13,109	12,032
Gas	MW	42,943	43,590	44,884	48,300
Renewable Energy	MW	—	0.04	126	141
Others	MW	9,000	4,600	2,000	2,000
Fuel consumption					
Coal ⁵⁾	million t	23.65	24.72	24.39	25.34 ★
Oil	million kL	0.20	0.25	0.33	0.44 ★
LNG / LPG	million t	25.72	23.67	23.05	22.47 ★
Natural gas	billion Nm ³	2.0	2.0	1.7	1.4 ★
Blast furnace gas / coke oven gas	billion Nm ³	5.5	4.6	4.5	4.3 ★
Biomass ⁶⁾	million t	0.38	0.52	0.50	0.02 ★
Hydrogen / Ammonia, etc.	million t	—	—	—	0.05 ★
Net electricity generation (sending-end power)	billion kWh	260.7	247.2	245.8	242.1 ★
Purchased electricity	million kWh	86.49	73.20	186.80	422.21 ★
Scope 1 (Greenhouse gas (GHG) emissions associated with power generation business) ⁷⁾	thousand t-CO ₂	131,920	128,550	125,900	126,410
Energy-related CO ₂ emissions	thousand t-CO ₂	131,760	128,390	125,340	125,860
Non-energy-related CO ₂ emissions	thousand t-CO ₂	—	—	160	180
CH ₄ (methane) emissions	thousand t-CO ₂	10	20	30	30
N ₂ O (nitrous oxide) emissions	thousand t-CO ₂	130	140	340	340
SF ₆ (sulfur hexafluoride) emissions ⁸⁾	thousand t-CO ₂	23	8	8	8
HFC (CFC alternative) emissions ⁸⁾	thousand t-CO ₂	0.3	0.7	24.5	0.3
Scope 2 (CO ₂ emissions associated with purchased electricity consumption) ⁹⁾					
Location-based	thousand t-CO ₂	40	30	80	180 ★
Market-based	thousand t-CO ₂	40	60	70	180 ★
Scope 3 (Other indirect CO ₂ emissions)	thousand t-CO ₂	34,040	33,500	33,330	32,390
Category 1: Purchased goods and services	thousand t-CO ₂	100	110	140	160
Category 2: Capital goods ¹⁰⁾	thousand t-CO ₂	500	1,340	1,380	890 ★
Category 3: Fuel- and energy-related activities not included in Scope 1 or Scope 2 ¹⁰⁾	thousand t-CO ₂	22,810	21,570	20,860	20,380 ★
Category 4: Upstream transportation and distribution	thousand t-CO ₂	40	40	40	50
Category 5: Waste generated in operations	thousand t-CO ₂	260	300	280	290
Category 6: Business travel	thousand t-CO ₂	0.6	0.7	0.7	0.7
Category 7: Employer commuting	thousand t-CO ₂	2	2	2	2
Category 8: Upstream leased assets	thousand t-CO ₂	—	—	—	—
Category 9: Downstream transportation and distribution	thousand t-CO ₂	—	—	—	—
Category 10: Processing of sold products	thousand t-CO ₂	—	—	—	—
Category 11: Use of sold products	thousand t-CO ₂	10,320	10,140	10,640	10,620
Category 12: End-of-life treatment of sold products	thousand t-CO ₂	—	—	—	—
Category 13: Downstream leased assets	thousand t-CO ₂	—	—	—	—

Pre-Financial Data

Environmental Data Actual results for FY2025 to be updated in October 2026

Item	Unit	FY2021	FY2022	FY2023	FY2024
Category 14: Franchises	thousand t-CO ₂	—	—	—	—
Category 15: Investments	thousand t-CO ₂	—	—	—	—
CO ₂ emission intensity of power generation ^{*11}	kg-CO ₂ /kWh	0.505	0.519	0.510	0.520
Global / JERA Group ^{*13}					
Installed capacity by source ^{*2}	MW	73,226	69,678	70,892	73,745
Coal	MW	13,051	13,847	15,302	14,272
Gas	MW	49,820	49,866	51,160	53,894
Renewable Energy	MW	1,068	1,078	2,145	2,226
Others	MW	9,286	4,887	2,285	3,353
CO ₂ emissions within Scope 1 related to power generation business	thousand t-CO ₂	155,260	154,070	145,470	148,320
CO ₂ emissions within Scope 1 related to upstream business	thousand t-CO ₂	240	200	280	250
CO ₂ emissions within Scope 1 related to fuel transportation business	thousand t-CO ₂	280	260	290	210
CO ₂ emission intensity of power generation ^{*11}	kg-CO ₂ /kWh	0.512	0.517	0.508	0.515

*1 Calculation boundary (unless otherwise noted) : JERA in Japan, Hitachinaka Generation Co., Inc., JERA Power TAKETOYO LLC, JERA Power Yokosuka LLC, JERA Power Anegasaki LLC, Goi United Generation LLC, and Green Power Ishikari GK

*2 Calculated based on our own facilities as of the end of the fiscal year (March 31) of the year in which the data was collected. Overseas businesses are calculated based on facilities owned as of the end of the local fiscal year

*3 Calculated from the percentage of time excluding planned internal and external outage time

*4 Figures for JERA operations in Japan

*5 Totaled on a wet coal basis (as: as received)

*6 Totaled on a dry basis (ad: air dried)

*7 Calculated based on the Act on Promotion of Global Warming Countermeasures

*8 Calendar year totals

*9 Calculated using the emission factors published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry: "Emission Factors by Heat Supply Company"

*10 Calculated by the formula below in accordance with "Basic guidelines on accounting for greenhouse gas emissions throughout the supply chain (Ver.2.7)" on "Green Value Chain Platform (Ministry of the Environment website)"

Category 2: "Increase in book cost of property, plant and equipment (excluding land and construction in progress) and intangible assets (software, etc.)"×"Emission factor 1"

Category 3: "Electricity received from other companies"×"Emission factor 1" + "Fuel consumption"×"Emission factor 2"

"Emission factor 1" Cited from "Emission factor database for corporate GHG emissions accounting over the supply chain (Ver.3.5)" on "Green Value Chain Platform (Ministry of the Environment website)"

"Emission factor 2" AIST-IDEA Ver. 3.5.1 Standard Edition (2025/05/30), taken from IDEA Laboratory, Safety Science Research Division, The National Institute of Advanced Industrial Science and Technology.

*11 Figures based on net power generation

*12 Calculation boundary: The Calculation boundary of *11 plus joint venture figures. For the joint venture, our share is calculated on a proportionate basis due to joint control

*13 Calculation boundary: The Calculation boundary of *12 plus totals for overseas businesses. Overseas businesses are generally consolidated based on the local fiscal year and local reporting standards, with the Company's share calculated on a proportionate basis according to its ownership percentage

Figures for FY2024 marked with ★ have been externally assured

 **E Environmental Data**
<https://www.jera.co.jp/en/sustainability/data/e>

 **Independent Assurance Report on Environmental Data**
<https://www.jera.co.jp/en/sustainability/report>

Social Data

Item	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Employees (JERA consolidated) ^{*11}	People	5,059	5,295	5,838	6,292	6,271
Employees (JERA only) ^{*2}						
Total	People	3,910	4,008	4,167	4,407	4,504
(full-time employees)	People	3,900	3,999	4,162	4,402	4,500
(contract workers)	People	10	9	5	5	4
Male	People	3,581	3,638	3,712	3,873	3,922
(full-time employees)	People	3,574	3,632	3,710	3,871	3,920
(contract workers)	People	7	6	2	2	2
Female	People	329	370	455	534	582
(full-time employees)	People	326	367	452	531	580
(contract workers)	People	3	3	3	3	2
Number of employees in O&M and Engineering division (JERA only)		—	—	—	2,774	2,801
Male	People	—	—	—	2,631	2,655
Female	People	—	—	—	143	146
Number of employees in the ICT department (JERA only)		—	—	—	158	177
Male	People	—	—	—	135	144
Female	People	—	—	—	23	33
Average age (JERA only)						
Total	Age	44.6	45.1	44.4	43.8	43.3
Male	Age	44.9	45.6	45.0	44.6	44.3
Female	Age	41.6	40.8	38.9	37.8	37.2
Managers (JERA only) ^{*3}						
Total managers	People	713	841	1,034	1,162	1,266
Male	People	677	796	977	1,084	1,174
Female	People	36	45	57	78	92

Social Data

Item	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Ratio of female managers	%	5.0	5.4	5.5	6.7	7.3
Managers (mid-level) ^{*4}	People	—	—	649	758	791
Male	People	—	—	608	701	723
Female	People	—	—	41	57	68
Ratio of female managers	%	—	—	6.3	7.5	8.6
Managers (senior level) ^{*4}	People	—	—	73	78	89
Male	People	—	—	69	72	84
Female	People	—	—	4	6	5
Ratio of female managers	%	—	—	5.5	7.7	5.6
Managers (executive level)	People	—	—	20	27	29
Male	People	—	—	18	25	29
Female	People	—	—	2	2	0
Ratio of female managers	%	—	—	10.0	7.4	0.0
New graduate hires (JERA only) ^{*5}						
Total	People	79	92	139	134	161
Male	People	68	62	96	85	115
Female	People	11	29	43	49	46
Japanese nationals	People	78	91	136	132	151
Chinese nationals	People	1	1	2	1	6
South Korean nationals	People	0	0	1	0	3
Mid-career hires (JERA only)						
Total	People	132	151	225	345	210
Male	People	98	113	165	271	172
Female	People	34	38	60	74	38
Japanese nationals	People	125	142	212	335	194
Chinese nationals	People	4	2	7	5	5
Indian nationals	People	0	1	2	1	2
Other nationalities	People	3	6	4	4	9
Total turnover rate (JERA only) ^{*6}	%	2.8	3.6	3.8	4.5	4.6
Total	%	2.9	3.6	4.1	4.7	4.6
Male	%	1.9	3.5	1.3	3.0	4.8
Female	%	2.1	3.3	0.7	1.0	1.1
—29	%	1.0	2.3	1.8	2.2	1.6
30–39	%	0.7	0.8	0.9	1.5	1.8
40–49	%	6.6	6.8	8.3	9.3	9.5
50+	%					
Voluntary turnover rate (JERA only) ^{*6}	%	1.3	2.0	1.8	1.5	1.5
Total	%	1.2	1.9	1.9	1.5	1.4
Male	%	1.6	3.0	0.7	1.5	2.6
Female	%	0.2	3.3	0.7	0.9	0.8
—29	%	0.2	2.3	1.8	2.1	1.6
30–39	%	0.2	0.8	0.7	1.2	1.3
40–49	%	0.7	2.4	3.0	1.7	1.9
50+	%					
Breakdown of employees by nationality (JERA only)						
Japan	%	99.16	99.13	98.82	98.73	98.42
China	%	0.20	0.22	0.38	0.48	0.64
India	%	0.05	0.07	0.10	0.09	0.13
USA	%	0.08	0.07	0.10	0.09	0.13
UK	%	0.05	0.05	0.05	0.02	0.02
Other ^{*7}	%	0.46	0.46	0.55	0.59	0.64
Breakdown of managers by nationality (JERA only)						
Japan	%	98.46	98.81	98.45	98.53	98.26
USA	%	0.28	0.24	0.22	0.20	0.46
UK	%	0.28	0.24	0.22	0.10	0.09
India	%	0.14	0.12	0.11	0.29	0.18
China	%	0.00	0.00	0.22	0.10	0.18
Other ^{*8}	%	0.84	0.59	0.78	0.78	0.82
Employees using childcare leave (JERA only)						
Total	People	20	89	95	128	150
Male	People	10	56	65	104	124
Female	People	10	33	30	24	26
Return-to-work rate after childcare leave (JERA only) ^{*9}						
Total	%	100.0	100.0	100.0	100.0	100.0
Male	%	100.0	100.0	100.0	100.0	100.0
Female	%	100.0	100.0	100.0	100.0	100.0

Pre-Financial Data

Social Data

Item	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Gender wage gap (all workers) ^{*10}	%	—	73.6	71.2	74.3	77.6
Employee engagement ^{*11}	%	68.8	68.8	72.0	—	—
Employee engagement ^{*11}	%	—	—	—	65.1	67.5
Labor union membership rate	%	100.0	100.0	100.0	100.0	100.0
Average annual training hours per employee ^{*12}						
Total	Hours	32.4	38.3	50.5	70.8	104
(Male)	Hours	—	33.8	45.2	59.8	99
(Female)	Hours	—	82.4	93.0	149.7	137
Breakdown by age						
–29	Hours	—	254.7	271.8	278.4	183
30–39	Hours	—	11.1	19.2	43.8	103
40–49	Hours	—	10.3	16.3	36.0	98
50+	Hours	—	6.3	12.7	26.5	74
Breakdown by job level						
Non-management	Hours	—	45.5	59.1	79.5	112
Management and above	Hours	—	11.2	19.2	42.0	83
Average annual training cost per employee						
Total	Thousands of yen	—	130	193	376	410
(Male)	Thousands of yen	—	124	178	347	387
(Female)	Thousands of yen	—	189	317	588	561
Breakdown by age						
–29	Thousands of yen	—	390	531	752	1,066
30–39	Thousands of yen	—	178	287	350	258
40–49	Thousands of yen	—	96	161	406	552
50+	Thousands of yen	—	52	47	220	136
Breakdown by job level						
Non-management	Thousands of yen	—	129	178	308	367
Management and above	Thousands of yen	—	135	249	601	522
Internal recruitment ^{*13}						
Number of positions available	People	12	41	169	344	312
Number of applicants	People	15	28	84	111	113
Number of successful candidates	People	3	15	52	73	60
Percentage of open positions filled through internal recruitment ^{*14}	%	1.0	16.5	24.0	21.2	19.2
Average hiring cost for full-time employees ^{*15}	Thousands of yen	—	1,838	2,102	2,018	2,038
Average years of service	Years	20.8	20.6	19.1	18.2	17.6
Male	Years	21.3	21.3	20.1	19.4	18.9
Female	Years	15.5	13.8	10.8	9.5	9.1
Overtime hours (per person per month)	Hours	25	26	24	24	23
Annual days of paid leave taken (per person)	Days	15	16	17	16	16
Number of fatalities ^{*16}	People	0	0	1	1	0
Number of injuries requiring leave ^{*17}	People	17	10	11	15	9
Employee injury frequency rate ^{*18}	%	0.00	0.01	0.00	0.00	0.00
Contribution amounts	Millions of yen	38	61	79	78	185

*1 Figures from FY2021 onward are compiled in accordance with International Financial Reporting Standards

*2 Excluding employees on loan from JERA to other companies and including employees on loan to JERA from other companies

*3 Includes employees seconded from JERA to other companies (whose employer is JERA) and excludes employees seconded to JERA from other companies (whose employer is another company).

*4 Mid-level managers include general managers and senior managers. Senior-level managers include executive officers, the heads of divisions and groups

*5 Figures from FY2021 and earlier represent the number of employees initially assigned to JERA from shareholder companies (new graduate hiring began in FY2022)

*6 Figures include individuals who have an employment relationship with JERA, including employees on loan

*7 16 countries and regions including the Philippines and South Korea

*8 7 countries and regions including the Philippines and Australia

*9 Percentage of employees who returned to work during the fiscal year among all scheduled to return

*10 Gender wage gap = average annual wage for women ÷ average annual wage for men × 100. There is no difference treatment between male and female employees who share the same attributes (age, position, rank, etc.).

*11 Employee satisfaction survey on key topics including company, working environment, and job and skill development (including questions on job satisfaction). Due to the revision of investigation criteria starting in FY2024, the result is listed in a separate row.

*12 In FY2021, JERA established its own training system that includes off-the-job group training as well as on-the-job technical training at power plants, e-learning, etc.

*13 Internal recruitment has been conducted since FY2021.

*14 Percentage of open positions filled through internal recruitment = number of successful internal candidates ÷ number of positions available

*15 Average of mid-career hires and new graduate hires

*16 Employees, contractors, and subcontractors of JERA and JERA Group

*17 Employees, contractors, and subcontractors of JERA and JERA Group; leave of one day or more

*18 Excluding commuting accidents

Governance Data

Item	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of cases of non-compliance ^{*1}	Cases	0	0	0	1	1
Amount of fines related to corruption and bribery cases	Millions of yen	—	—	—	0	0
Number of convictions related to corruption and bribery	Cases	—	—	—	0	0
Number of reports via the harassment consultation hotline	Cases	12	13	26	18	28
Number of reports via the whistleblower hotline ^{*2}	Cases	17	13	19	25	48
Number of data leaks caused by cyberattacks ^{*3}	Cases	0	0	0	0	0
Composition of the Board of Directors						
Number of directors	People	10	9	11	11	13
Number of outside directors	People	5	4	6	7	9
Ratio of outside directors (number of outside directors ÷ number of directors)	%	50.0	44.0	54.5	63.6	69.2
Number of independent outside directors ^{*4}	People	—	—	4	4	6
Ratio of independent outside directors (number of independent outside directors ÷ number of directors)	%	—	—	36.4	36.4	46.2
Number of female directors	People	1	1	2	2	2
Ratio of female directors (number of female directors ÷ number of directors)	%	10.0	11.0	18.2	18.2	15.4
Number of executive officers (excluding those who are also directors)	People	10	13	20	25	26
Number of female executive officers	People	0	1	2	2	0
Ratio of female executive officers (number of female executive officers ÷ number of executive officers)	%	0.0	7.7	10.0	8.0	0.0
Average age of directors	Age	61.3	62.1	62.2	62.5	64.2
Director age limit	Age	None	None	None	None	None
Age of youngest director	Age	57	58	54	55	56
Age of eldest director	Age	69	70	71	67	69
Term of office for directors	Years	1	1	1	1	1
Average tenure of each director	Years	2.0	3.1	2.6	2.5	2.9
Term of office for executive officers	Years	1	1	1	1	1
Number of board meetings	Meetings	26	26	23	24	25
Attendance rate at board meetings ^{*5}	%	96.5	95.9	94.6	97.2	93.4
Attendance rate among outside directors ^{*6}	%	96.9	93.9	90.3	95.3	91.2
Director compensation						
Number of directors paid	People	8	8	10	11	13
Total amount of compensation (total amount paid to directors among those compensated)	Millions of yen	312	311	314	328	412
Number of corporate auditors	People	3	3	3	3	3
Number of outside corporate auditors	People	3	3	2	2	2
Ratio of outside corporate auditors (number of outside corporate auditors ÷ number of corporate auditors)	%	100.0	100.0	66.7	66.7	66.7
Number of statutory auditor panel meetings	Meetings	20	27	37	27	31
Attendance rate at statutory auditor panel meetings ^{*7}	%	100.0	100.0	99.1	97.5	100.0
Attendance rate of corporate auditors at board meetings ^{*8}	%	98.7	100.0	96.0	95.8	100.0
Number of Nomination and Compensation Committee members	People	4	4	4	4	6
Number of outside directors	People	2	2	2	2	4
Ratio of outside directors	%	50.0	50.0	50.0	50.0	66.7
Number of committee meetings	Meetings	9	10	8	10	19
Committee meeting attendance rate ^{*9}	%	100.0	100.0	100.0	100.0	98.1
Sustainability Promotion Committee members	People	10	9	10	12	11
Number of committee meetings	Meetings	2	3	5	7	7

*1 "Non-compliance constituting misconduct equivalent to a crisis or emergency" includes violations related to corruption or bribery, harassment, personal data privacy, money laundering, or insider trading

*2 Two cases in FY2021 overlapped between the whistleblower and harassment consultation hotlines and are included in current figures

*3 Number of incidents of damage caused by cyberattacks. No customers or employees were affected.

*4 Confirmed from FY2023 onward due to the establishment of independence criteria in October 2023

*5 [Number of Board meetings attended by directors × number of directors] ÷ [number of Board meetings held × number of directors]

*6 [Number of Board meetings attended by outside directors × number of outside directors] ÷ [number of Board meetings held × number of outside directors]

*7 [Number of Statutory Auditor Panel meetings attended by corporate auditors × number of corporate auditors] ÷ [number of Statutory Auditor Panel meetings held × number of corporate auditors]

*8 [Number of meetings attended by auditors × number of auditors] ÷ [number of Board meetings held × number of auditors]

*9 Aggregate number of committee members in attendance at all meetings ÷ [number of committee members × number of committee meetings held]

Corporate Overview

Company Name	JERA Co., Inc.
Location	Headquarters 103-6125 Nihonbashi Takashimaya Mitsui Building 25th Floor 2-5-1 Nihonbashi Chuo-ku, Tokyo TEL: +81-3-3272-4631 (Main) FAX: +81-3-3272-4635 East Japan Branch 100-0011 Hibiya Kokusai Building 9th Floor 2-2-3 Uchisaiwai-cho Chiyoda-ku, Tokyo TEL: +81-3-3272-4631 FAX: +81-3-6363-5781 West Japan Branch 450-6318 JP TOWER NAGOYA 18th Floor 1-1-1 Meieki, Nakamura-ku Nagoya-shi, Aichi TEL: +81-52-740-6842 FAX: +81-52-740-6841
Date of Incorporation	April 30, 2015
Capital	100 billion yen
Shareholding Ratio	TEPCO Fuel & Power, Inc.: 50% Chubu Electric Power Co., Inc.: 50%
Business Activities	● Thermal power generation business ● Renewable energy business ● Gas and LNG business ● Engineering, consulting, and other activities related to the above businesses
Number of Employees	6,271 (As of March 31, 2026)

For the latest information about JERA, please visit the following pages on our website.

Corporate Website: <https://www.jera.co.jp/en/>

Company Information: <https://www.jera.co.jp/en/corporate/>

Organization Chart: <https://www.jera.co.jp/en/corporate/about/organization/>

Thermal Power Stations in Japan (As of March 31, 2026)

Thermal Power Stations in Japan*

	Fuel Type	Total Output (Net Capacity)
① Joetsu	LNG	2.38 GW
② Chiba	LNG	4.38 GW
③ Goi (Goi United Generation LLC)	LNG	2.34 GW
④ Anegasaki (JERA Power ANEGASAKI LLC)	LNG	1.941 GW
⑤ Sodegaura	LNG	3 GW
⑥ Futtsu	LNG	5.16 GW
⑦ Minami-Yokohama	LNG	1.15 GW
⑧ Yokohama	LNG	3.016 GW
⑨ Higashi-Ohgishima	LNG	2 GW
⑩ Kawasaki	LNG	3.42 GW
⑪ Chita	LNG	0.854 GW
⑫ Chita Daini	LNG	1.708 GW
⑬ Shin-Nagoya	LNG	3.058 GW
⑭ Nishi-Nagoya	LNG	2.376 GW
⑮ Kawagoe	LNG	4.802 GW
⑯ Yokkaichi	LNG	0.585 GW
⑰ Hirono	Coal	1.2 GW
⑱ Hitachinaka	Coal	2 GW
⑲ Hitachinaka Joint Thermal Power Station (Hitachinaka Generation Co., Inc.)	Coal	0.65 GW
⑳ Kashima	Natural gas	1.26 GW
㉑ Yokosuka (JERA Power YOKOSUKA LLC)	Coal	1.3 GW
㉒ Shinagawa	Natural gas	1.14 GW
㉓ Hekinan	Coal	4.1 GW
㉔ Taketoyo (JERA Power TAKETOYO LLC)	Coal	1.07 GW

* Power plant name followed by name of operating company in parentheses

Main Overseas Businesses

(As of March 31, 2026)

Major LNG Suppliers (■ in blue)

- Thermal power projects
- Renewable energy projects
- Fuel upstream business
- Optimization business

Netherlands

- Rietlanden Coal Terminal

UK

- JERA Nex bp Offshore wind power generation business
- Zenobe Battery Storage
- Fuel trading business

Qatar

- Ras Laffan B Gas Thermal IWPP
- Ras Laffan C Gas Thermal IWPP
- Mesaieed Gas Thermal IPP
- Umm Al Houl Gas Thermal IWPP

Saudi Arabia

- Amiral Gas Cogeneration
- Rumah 2 Gas Thermal IPP
- Nairyah 2 Gas Thermal IPP

UAE

- Umm Al Nar Gas Thermal IWPP

Oman

- Sur Gas Thermal IPP

Bangladesh

- Summit Power IPP
- Meghnaghat Gas Thermal IPP

India

- ReNew Power Wind and Solar Power IPP

Thailand

- EGCO IPP
- Wind Power IPP

Singapore

- Fuel trading business

Japan

Philippines

- TeaM Energy IPP
- Aboitiz Power IPP

Vietnam

- Gia Lai Electricity JSC

Indonesia

- Cirebon2 Coal Thermal IPP

Australia

- Darwin LNG
- Gorgon LNG
- Wheatstone LNG
- Ichthys LNG
- Barossa Gas Production
- Scarborough Gas Field Development
- Fuel trading business

USA

- Cricket Valley Gas Thermal IPP
- Linden Gas Thermal IPP
- Compass Gas Thermal IPP
- El Sauz Wind Power
- Brady Thermal IPP
- Freeport LNG
- Fuel trading business
- Happy and Oxbow Solar Power
- Blue Point
- Low-Carbon Ammonia Production
- South Mansfield Shale Gas Development and Production

Mexico

- Valladolid Gas Thermal IPP

IPP: Independent Power Producer
IWPP: Independent Water and Power Producer